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ABSTRACT

This report examines job market trends for new college graduates based on a survey of 618 organizations (businesses, industries, manufacturing organizations, service sector employers, government agencies and military services. Topics considered include: (1) anticipated changes in hiring trends for new college graduates, (2) changes in campus recruitment techniques and strategies, and (3) expected starting salaries by academic major and degree level. Findings indicate that, for the first time in 5 years, an anticipated 1.1 percent increase in employer hiring of new college graduates is expected. These hiring increases are anticipated in such industries as tire, rubber, and allied products; hotels, motels, restaurants, and recreational facilities; automotive equipment; and food and beverage processing. Academic majors in short supply are in chemical and electrical engineering and the Master's of Business Administration. Starting salaries are expected to be 0.4 to 1.6 percent higher than a year earlier. The report also notes that the new and emerging occupations are in the fields of computer and high technology related occupations, business systems analysts, environmental scientists and engineers, health care and medical specialists, and communications and multimedia specialists. A "medium" level rating is given as to the availability of job opportunities for all regions of the United States. (GLR)

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RECRUITING TRENDS 1993-94

A Study of Businesses, Industries, and
Governmental Agencies Employing
New College Graduates

By

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December 3, 1993

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Amidst times of short personnel staffs and overextended schedules, **so many employers** kindly responded to this year's *Recruiting Trends* survey. Without your responses, an accurate assessment of the current job market for new college graduates would not be possible. For all your help and efforts, I thank you.

Thanks are also extended to several members of the Career Development and Placement Services staff at Michigan State University who were helpful with this project: **Wen-Ying Liu**, Graduate Research Assistant of the Collegiate Employment Research Institute, who provided computer programming and statistical analyses for this publication; **Neal Lao**, Publications Assistant for the Institute, who provided desktop publishing expertise for the survey instrument and final report; and **Brenda Robinson**, Secretary of the Institute who supervised personnel working on data entry and typed comments received from respondents. Two student assistants accomplished data entry and questionnaire tracking: **Becky Gratz, Julie Lander and Susan Luter**. Appreciated were the support of **Vernicka Tyson**, Acting Director of Career Development and Placement Services; editing recommendations from **Lynn Wahl** and **Lynne Zelenski**; and assistance with questionnaire development from **Liz Considine**, **Tony Rogalski**, **Jane Miller**, **Jennifer Leedy**, and **Robert Poole**.

To those who assisted with this project but we inadvertently overlooked, please accept my apologies. A task of this magnitude could not be accomplished without help from many individuals. Thanks to all who assisted.

L. Patrick Scheetz, Ph. D.
Price: $25

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RECRUITING TRENDS
1993-1994

EXECUTIVE *Summary*

- The first increase in hiring intentions in five years is projected. Surveyed employers report an anticipated increase of 1.1 percent, suggesting a turnaround in the job market and increased job opportunities for new college graduates.

- Employer categories expecting the greatest increases in hiring of new college graduates in 1993-94 include: tire, rubber, and allied products; hotels, motels, restaurants, and recreational facilities; automotive equipment; food and beverage processing; hospitals and health care services; aerospace and components; banking, finance, and insurance; and petroleum and allied products.

- Academic majors in short supply were chemical engineering, electrical engineering, chemistry and MBAs, according to surveyed employers. Shortages of minority and women college graduates in technical and business fields were also reported.

- The economic climate of the nation topped the list of factors influencing job opportunities, followed by the financial health of organizations, organizational restructuring, and low attrition rates among current employees.

- New and emerging occupations, as reported by surveyed employers, include: computer and high technology related occupations, business systems analysts, environmental scientists and engineers, health care and medical specialists, and communications and multimedia specialists.

- New graduates were encouraged to be realistic in their career expectations and consider accepting an entry-level position to enhance or develop job skills. Also suggested was the acquisition of additional skills (such as a foreign language, computer programming, or accounting), which may prove helpful to prospective employers. A willingness to relocate was also cited as a factor to increasing job prospects.

- Computerization and automation of work environments in surveyed organizations continues at a rapid pace. Nearly every employee uses computers as entire operations become automated and computerized to help "right size" companies and improve productivity to remain competitive worldwide.

- Of new college graduates hired during 1992-93, 1.2 percent were full-time contract or temporary personnel. New graduates were encouraged to explore this option as a means of gaining experience and a possible "edge" within an organization.

- Availability of job opportunities was rated as "medium" for all regions of the United States.

- When advising new college graduates on unique places to consider for job opportunities, employers recommended working for small to medium-sized companies, niche sectors of the economy, temporary contract agencies, searching in certain geographical areas of the United States, and pursuing openings in international/overseas arenas.

Overview prepared by the Collegiate Employment Research Institute, 12/3/93. A copy of the *Recruiting Trends 1993-94* is available for $25. If you wish to obtain a copy of this report, please write to: L. Patrick Scheetz, Director, Collegiate Employment Research Institute, Michigan State University, 113 Student Services Building, East Lansing, MI 44824-1113, (517) 355-9510, ext. 361.

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RECRUITING TRENDS 1993-94

A Study of 618 Businesses, Industries, and Governmental Agencies Employing New College Graduates

Overall Job Market for Class of 1993-94

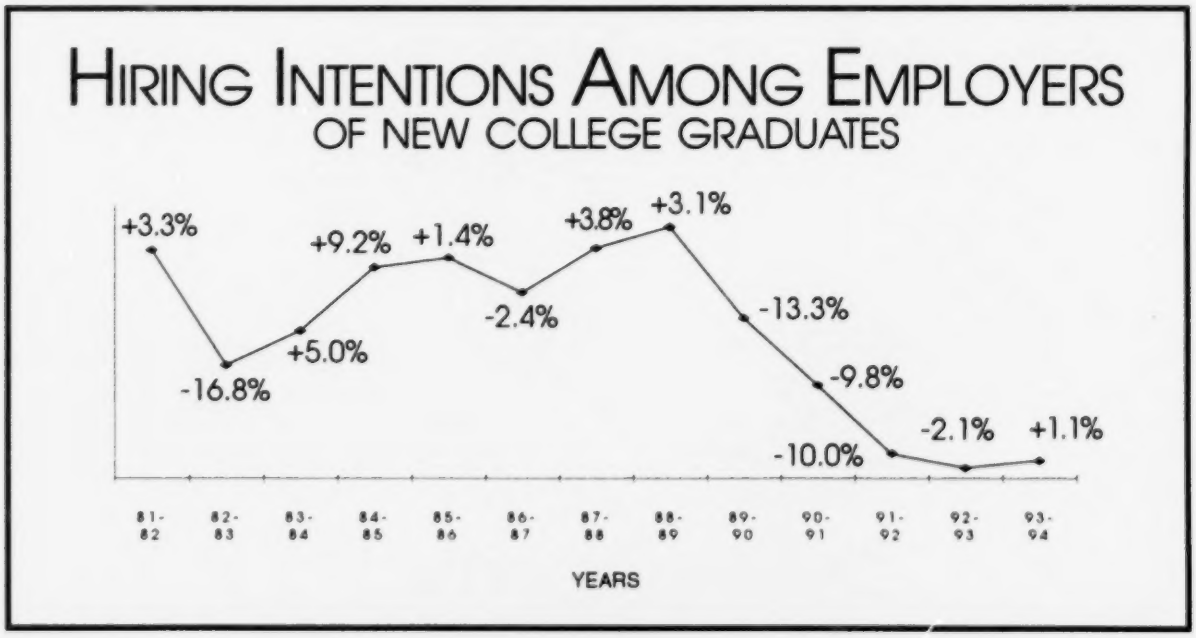
Good news for college graduates!!! The pendulum is beginning to swing in a positive direction for job opportunities. Among the 618 employers who reported hiring intentions for 1993-94, an increase of 1.1% is projected. This represents the first increase of hiring intentions in five years. This report suggests a turnaround in the job market and anticipated job prospects for new college graduates, which is welcomed news for all.

Keep in mind, this follows a decline in anticipated hires of 2.1% in 1992-93, 10.0% in 1991-92, 9.8% in 1990-91, and 13.3% in 1989-90, this year's projected increase of 1.1% reverses the erosion of the job market. The message to new college graduates is: "There are job opportunities available," but we have a long recovery ahead to dig our way out of the job losses of the last four years.

An overall increase of 2.2% is expected this year by business and industry organizations, but a decrease of 3.9% is anticipated by governmental agencies. Thus, an overall increase of 1.1% is anticipated for 1993-94.

Hiring Intentions Among Employers of New College Graduates

Cost cutting and "right sizing" in organizations continues throughout the country, according to respondents to this year's survey. However, personnel staffing has been cut sufficiently to enable some em-



ployers to begin replacement of experienced personnel with new college graduates. Unless business activities increase and the economic situation improves (and neither have increased significantly), further reductions in personnel will continue later this year. This will allow businesses and industrial organizations to show profits to their shareholders and governmental agencies to balance budgets.

For the past four years, consistent decreases in hiring of new college graduates have been reported by employers throughout the United States. During these four years, a fundamental restructuring occurred in the methods which employers conduct business. Computers voice message systems, and automated technologies are totally revolutionizing the work environment. Numerous clerical, administrative support, and middle management level positions have been eliminated. Improved productivity is being achieved so corporations can remain competitive within the global economy.

For new college graduates, limited job opportunities will remain. Thus, new graduates who feel overqualified for available positions might take the advice offered by surveyed employers: get in touch with reality; do not get an attitude about being overqualified. Every new hire has to start somewhere. Applicants should expect to **work** for every promotion. Future opportunities can arise from any first job obtained. A job is easier to find when one has a job than when one does not. Find a place to begin a career, as waiting will only hinder you.

Along 618 employers reporting the number of new college graduates hired last year (1992-93) and anticipated new hires for this year (1993-94), an overall increase of 1.1% is anticipated. Only employers responding with hiring data for last year and anticipated new hires for this year are included in calculations for this year's job market analysis.

Because of occasional small sample sizes in some individual employer categories, caution needs to be exercised when interpreting data for particular employer groups. Statistics contained in this report most accurately reflect the job market for new college graduates in the organizations responding to this survey.

Expected Percent Change In New College Graduate Hires

BY INDUSTRY 1993-1994

INDUSTRY	PERCENT CHANGE
Accounting	9.9
Aerospace	37.3
Agribusiness	.8
Automotive	48.5
Banking/Finance	30.9
Chemicals	-19.4
Communication	6.3
Construction	-2.9
Conglomerates	-4.2
Electronics	-9.6
Engineering, Consulting and Professional Services	-13.0
Food Processing	39.0
Glass/Packaging	-30.1
Government	-0.5
Hospitals	18.6
Hotels/Motels	141.3
Lumber Products	10.6
Merchandising	-14.6
Metals	-7.4
Petroleum	28.5
Public Utilities	-26.5
Service Organizations	-19.7
Textiles	-2.9
Tires & Rubber	263.6
Overall Total	**1.1**

Several employer categories expected increases of 25% or greater in hiring of new college graduates this year (1993-94) when compared to hiring of a year earlier. Remember, however, that hiring in these employer categories was either very minimal or nonexistent a year ago. These employer categories include: tire, rubber, and allied products (263.6%); hotels, motels, restaurants, and recreational facilities (141.0%); automotive and mechanical equipment (48.5%); food and beverage processing (43.0%);

hospitals and health care services (41.1%); aerospace and components (37.3%); banking, finance, and insurance (30.9%); and petroleum and allied products (28.6%).

Employer categories expecting increases of approximately 1-10% were lumber, wood products, and furniture manufacturers (10.8%); accounting firms (9.9%); communications and telecommunications including telephones, newspapers, and magazines (5.8%); and agribusiness (0.8%).

Decreases of 1-10% in hiring projections are anticipated by textiles, home

furnishings, and apparel manufacturers (-2.9%); governmental administration and military including federal, state, and local levels (-3.9%); diversified conglomerates (-4.2%); construction and building contractors (-5.5%); metals and metal products (-7.4%); and electronics, computers and electrical equipment manufacturers (-9.6%).

Expected hiring decreases greater than 10% are expected by engineering, research, consulting, and other professional services (-13.0%); merchandising and retailing (-15.1%); chemicals, drugs, and allied products (-20.3%); social service, religious, and volunteer organizations (-20.6%); public utilities including transportation (-25.8%); glass, packaging, and allied products (-30.1%).

Employers of varying sizes reported different hiring intentions. Increases in hiring projections are expected for employers with 500 to 999 employees (94.7%); employers with 100 to 499 employees (27.8%); organizations with 1,000 to 4,999 employees (27.1%); and organizations with 1 to 99 employees (15.8%).

Decreases are anticipated by employers with 10,000 or more employees (-9.0%); and employers with 5,000 to 9,999 employees (-25.2%);

Survey Procedures

The 23rd anniversary edition of the *Recruiting Trends* survey was mailed to 4,584 employers in, industry, and governmental agencies. Represented among these were (1) members of the College Placement Council or a regional placement association, (2) employers registered with Career Development and Placement Services at Michigan State University, and (3) employers randomly selected from a list of small businesses in the *Standard and Poor's Register*. Surveys were initially mailed first-class to employers on September 13, 1993, with follow-up reminder notices mailed first-class on October 29, 1993. Follow-up telephone calls were placed to selected major employers from November 18-24, 1993.

Data from this survey are quoted by many prestigious news media including USA Today, ABC's *Good Morning America*; CNN's national overseas new services; the *NBC Nightly News*; *The Black Collegian*; WJR radio in Detroit; KOA radio in Denver; National Public Radio; ABC and CBS television and radio stations throughout the country; and numerous magazines and newspapers nationwide.

Employers Responding

Responses were received from 625 organizations (13.6%), and 618 of these were complete enough for statistical analysis purposes. This sample adequately reflects the expectations of organizations recruiting on college and university campuses throughout the nation in 1993-94 for new college graduates.

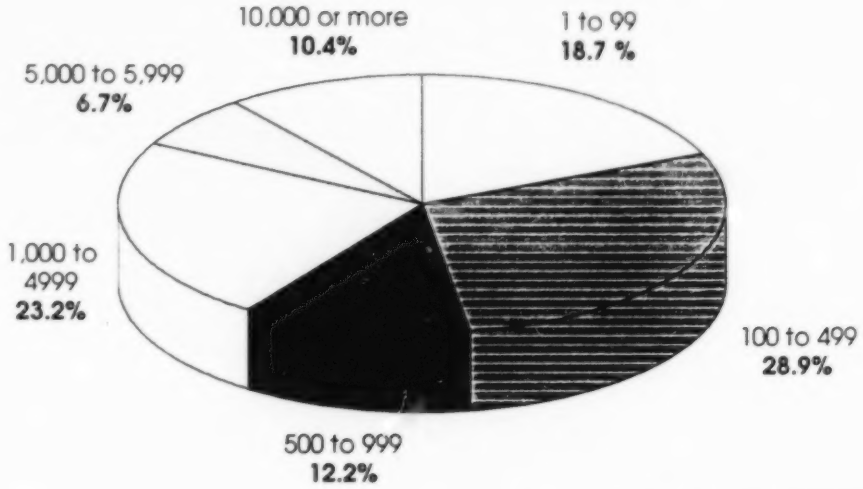
Of this year's respondents, 566 were businesses, industries, manufacturing organizations, and service sector employers (91.6%); and 52 were local, state, and federal government agencies and the military services (8.4%).

Sizes of Organizations Responding

Organizations responding to this year's survey represented employers with fewer than 100 total salaried employees (excluding clerical and laborer staff) to organizations with more than 10,000 staff on the payroll. Organizations with 100 to 499 employees

BREAKDOWN OF RESPONDENTS

BY NUMBER OF EMPLOYEES



represented 28.9% of the respondents; those with 1,000 to 4,999 employees represented 23.2% of the respondents; and organizations with 1 to 99 employees represented 18.7% of the respondents. Organizations with 500 to 999 employees represented 12.2% of the respondents; those with 10,000 or more employees represented 10.4% of the respondents; and organizations with 5,000 to 9,999 employees represented 6.7% of the respondents.

Categories of Employers Responding

Represented among the respondents to this year's survey were employers in businesses, industries, manufacturing organizations, service sector employers, government agencies, and the military services. A complete list of employers responding to this survey is contained in the appendix to this report. The number of respondents from each employer category are indicated below:

CATEGORIES OF EMPLOYERS RESPONDING FOR 1993-94

Employer Category	Number of Respondents
Accounting	20
Aerospace and Components	19
Agribusiness	19
Automotive and Mechanical Equipment	29
Banking, Finance, and Insurance	47
Chemicals, Drugs, and Allied Products	32
Communications and Telecommunications (including telephones,newspapers, magazines, radio and television)	28
Construction and Building Contractors	13
Diversified Conglomerates	6
Electronics, Computers, and Electrical Equipment Manufacturers	59
Engineering, Research, Consulting, and Other Professional Services	51
Food and Beverage Processing	12
Glass, Packaging, and Allied Products	9
Government Administration including Military	52

Hospitals and Health Care Services	31
Hotels, Motels, and Restaurant Facilities	29
Lumber, Wood Products, and Furniture Manufacturers	13
Merchandising and Retailing	30
Metals and Metal Products	20
Petroleum and Allied Products	24
Public Utilities (including transportation)	40
Social Services and Volunteer Organizations	22
Textiles, Home Furnishings, and Apparel Manufacturers	10
Tire, Rubber, and Allied Products	3
Total Responding:	**618**

Questions this year focused on topics related to recruitment and selection of new college graduates. These questions included anticipated changes in hiring trends for new college graduates, contract and temporary employment, factors influencing the job market for this year, advice for new graduates who feel overqualified for employment, values important to today's new college graduates, computerization and automation, starting salaries and commissions, and new and emerging occupations. These were a few of the questions posed to employers of new college graduates.

Current Employment Among Surveyed Organizations (Total Salaried Employees)

On the current payrolls of organizations responding to this year's survey were 1,131,175 total salaried employees (excluding clerical and laborer staff). At this time next year (1994-95), approximately 1,152,495 salaried employees are expected on the payroll of these organizations, an increase of 1.8%.

Expecting increases in salaried employees of approximately 1% to 10% were electronics, computers, and electrical equipment manufacturers; public utilities, including transportation; engineering, research, consulting, and other professional services; merchandising and retailing; metals and metal products; glass, packaging, and allied products; hospitals and health care services; and construction and building contractors.

Current Employees Working For Surveyed Employers

- Total salaried employees presently: 1,131,175
- Contract or temporary personnel total 36,979, or 4.3% of current salaried employees.
- Layoffs last year totaled 60,579, or 7.8% of total salaried employees.
- Retirements totaled 28,554, or 3.9% of total salaried workforce.
- Salaried employees at this time next year (1994-95): 1,152,495, or an increase of 1.8%

Decreases of less than 5% were expected by tire, rubber, and allied products; food and beverage processing; accounting firms; diversified conglomerates; chemicals, drugs, and allied products; and textiles, home furnishings, and apparel manufacturers.

Decreases of 5% to 10% were anticipated in salaried employees by communications and telecommunications, including telephones and newspapers; hotels, motels, restaurants, and recreational facilities; lumber, wood products, and furniture manufacturers; and petroleum and allied products; and aerospace and components.

Expecting substantial decreases (greater than 10%) in salaried employees during the next year were

automotive and mechanical equipment; social service, religious, and volunteer organizations; and banking, finance, and insurance.

Contract/Temporary Employees

Contract and temporary personnel (full-time equivalents) totaled 36,979 of 851,419 total salaried employees (excluding clerical and laborer staff) reported by 194 surveyed employers. This represented 4.3% of the current salaried employees on the payrolls of these organizations.

Layoffs Among Current Employees

Within the last year (1992-93), 60,579 salaried employees were laid off by 211 surveyed organizations reporting data. This represented 7.8% of the total 775,643 salaried employees on the payrolls of these organizations.

Retirements of Employees

Salaried employees retiring from surveyed organizations totaled 28,554 full-time equivalent staff of last year. On the payrolls of 204 employers reporting data were 730,495 full-time salaried staff. Retirements represented 3.9% of the salaried workforce in these organizations.

Minority Hiring Results

Among the new college graduates hired by surveyed organizations last year (1992-93), 3,209 were minorities (Black/African-American, Hispanic, Spanish/American, Asian/Pacific Islanders, or American Indians). These statistics were reported by 206 of the employers responding. Minorities were represented by 26.2% of the new hires in these organizations.

Women Hired

Women were represented by 38.9% of the new hires in 206 surveyed organizations reporting gender data. Of 12,338 new hires in these organizations, 4,803 were women.

Hiring of Disabled

Individuals with disabilities (i.e. hearing impaired, blind/visually impaired, mobility impaired, mentally retarded, cerebral palsied, or epileptic) were represented by 1.7% of the new hires in 171 surveyed organizations. These were the employers reporting people with disabilities hired by their organizations. Of 7,570 new hires in these organizations, 131 were individuals with disabilities.

Note that the term **handicapper** was chosen on the questionnaire instrument for this survey rather than **disabled** to describe one who competes in spite of a handicap. This is a term preferred by many individuals with disabilities. By definition, a handicap is any encumbrance or disadvantage that makes success more difficult. The idea of competing with a "hand-i-cap" makes the individual's chances of winning equal. On the contrary, "disabled" is one who is unable to perform work, weakened, crippled, incapacitated, or disqualified.

Contract/Temporary Personnel Hired

Among the 8,493 new college graduates hired by 178 surveyed organization last year (1992-93), 105 were full-time contract or temporary personnel (1.2%). These were the only surveyed employers reporting data on temporary or contract personnel.

Hiring Goals Achieved

Most surveyed organizations (80.7%) met their hiring goals for new college graduates last year (1992-93). Of 184 employers responding to this question, only 19.3% reported goals that were not achieved.

With business levels reduced substantially, hiring goals were achieved more easily by most employers, and an overabundance of available new

college graduates facilitated this task. Other organizations continued downsizing or working under stressed economic conditions, so few job openings were posted for the public. Some open positions were not filled, with incumbents consolidating job responsibilities to achieve reduced corporate personnel objectives.

Academic majors demanded by employers and lacking in sufficient quantities to fill available positions (15) were cited as a major reason for employers failing to meeting hiring goals. In short supply, according to surveyed employers, were chemistry, chemical engineering, electrical engineering, and MBAs.

The quality of available applicants (12) was another criticism reported by employers. Sufficient "choice" candidates were not found among applicants recruited from college and university campuses, thus some positions remained open at the end of the recruitment season.

Certain positions were available, but applicants were too few (8). Mentioned in this category were sales/marketing representative assignments, technical research positions, registered nurses, and occupational therapists. Partially blamed for this shortage was the fact that employers did not actively recruit on college campuses. Although acceptance rates were good, some employers did not bring enough final candidates to second interviews, so hiring goals fell short for these positions.

Diversity among job applicants was also lacking (10), according to surveyed employers. Shortages of minority and women college graduates were reported by several surveyed organizations. Outreach programs to recruit more minority applicants and women last year did not produce enough superior candidates for available job openings.

Applicants willing to relocate to geographical areas with available positions (6) was another need of employers. A few employers reported candidates accepting employment and reneging after finding a job closer to home (3).

Some employers (9) indicated that their organizations did not have hiring goals for new college graduates--because of layoffs, downsizing, poor business performance, or a preference for more experienced job applicants. With low turnover among current employees because of current economic conditions, hiring goals were substantially below normal. Only when positions became available did employers recruit.

Hiring Goals For Surveyed Employers

- Most surveyed organizations (80.7%) met their hiring goals.
- Business levels reduced substantially and excess availability of recent new college graduates.
- Selected academic majors in short supply: chemical engineering, chemistry, electrical engineering, and MBAs.
- Sufficient "choice" applicants were not found.
- Certain positions were hard to fill: sales and marketing assignments, technical research positions, registered nurses, and occupational therapists.
- Diversity among applicants was lacking; shortages of minorities and women college graduates were reported.
- Applicants willing to relocate were needed.
- Some employers did *not* have hiring goals because of layoffs, downsizing, poor business performance, or preferences for more experienced job applicants.

Factors Influencing This Year's Job Market

The most influential factor affecting the current job market for new college graduates (1993-94), according to surveyed organizations, will be the economic climate of this country (38). At this point, the general economy remains uncertain with a very slight rise in inflation (2-3% annually). If the economy improves, new job creation will occur, turnover will increase, and the number of new hires will expand. A flat economy, like the current one, causes more downsizing. Consequently, each job has more responsibilities and each employee is necessitated to increase productivity. Overall health of the economy dictates general job prospects for most business, industry, and government employers. Significant recovery from the current recession is not anticipated by surveyed employers.

Factors Influencing the 1993-94 Job Market

- General economic climate remains uncertain with very slight rise in inflation.
- Financial health of organizations in jeopardy (profits vs losses).
- Federal and state government hiring not expected to change very much (-3.3%).
- Re-engineering efforts will have some affect on staffing needs.
- Attrition from turnover and retirements has slowed to a very low level.

Relative financial health of numerous organizations, as measured by profits and losses, is in jeopardy (30). Anticipated business growth will remain sluggish, but stable, as more organizations continue efforts to "right size." Head count restrictions will continue; sales volume increases will be moderate; capital spending will not increase appreciably; worldwide purchasing activities will be competitive; lean manufacturing techniques will be adopted; expansion plans will wait another year; continuing slow growth in retail sales can be expected; higher unemployment will be attained; and generally slow growth will be maintained. Increased governmental regulations will merely slow business growth further.

Federal and state government hiring are not expected to change excessively (8). State revenues have remained steady, so no increases, if any, should be expected in hiring. Downsizing by defense contractors will continue. Increases in receipts of sales tax revenues and various other user fees will merely pay for other reductions in governmental spending.

Re-engineering efforts within organizations will have some effect on staffing needs (13), causing internal movement of employees to occur, but limited new job openings will become available for recent college graduates. Job descriptions are changing during downsizing, mergers, acquisitions, restructuring, and retooling phases in organizations.

Attrition among current employees, from turnover and retirements, has slowed to a very low level (14). Because fewer current employees are leaving, except when encouraged to retire with incentives, fewer new positions are created, and the job market for new college graduates will remain extremely tight. For each professional position available, there are numerous qualified applicants available, and many have substantial work experiences. The current situation for new college graduates is a "buyer's market." Continuing cautious hiring can be anticipated.

Advice for Graduates Who Feel Overqualified for Available Jobs

When offering advice to new college graduates who feel they are overqualified for available employment opportunities on today's job market, surveyed employers were candid. The most prominent advice

was a recommendation that new graduates be realistic in their expectations. Some graduates may find that they are not as overqualified as they thought they were. Other advice: get in touch with reality; reduce your "hat size." New college graduates cannot demonstrate that they are overqualified for a job until they have tried it on for size. They should not think they are too good for any job. Generally, new college recruits are initially faced with the prospects of being underqualified.

Recruits must have patience and perseverance, advised employers. Current conditions will not last forever; job markets will improve. Graduates should not take an attitude about being overqualified and limit themselves because they feel overqualified. According to employers, no one who wants to work is overqualified. Wake up and realize the realities of the 1990's. Get started in an organization that offers a career ladder and produce outstanding results. Promotions will come later.

An initial position may be accepted as a "means to an end," and the search can continue for better career opportunities while working. Consider an entry-level position as a stepping stone to more challenging opportunities. Look for positions that perhaps expand on enhancing or developing skills. Learn business protocol, culture, and products. Be flexible and open to new prospects that may become available.

New graduates should take advantage of the best job currently available.

Everyone has to start somewhere. Outstanding work accomplishments performed on the job will present opportunities. Every opportunity should be used to learn businesses from the "ground up." The jobs of tomorrow may be different than those of yesterday. Read signs of change and make appropriate adjustments. Seriously weigh the opportunities that are presented.

By accepting less than the "perfect position," new graduates can get a foot in the door, even though it may not be at the preferred starting level. Because most people have to start somewhere, expect to work up through an organization. A good organization will reward employees in line with their contributions. Abilities and potential need to be demonstrated before a management position can be assumed. Numerous interesting organizations and geographical locations may be pursued. Hard work and patience are needed. No complaining about the opportunity presented. Be willing to compete for the positions wanted.

Smaller companies or temporary agencies might be considered as both offer good opportunities for gaining experience and getting exposure to the job market. Mobility may be necessary. Staying in school is an option or getting a cooperative education internship. New graduates need to be active professionally (i.e. organizations, seminars, etc.). Look again! By looking for jobs first, careers will come to those who plan and prove their worth.

The longer one sits on the sidelines, the less the starting salary potential will be, because the market value drops with each month of unemployment. Individuals must show initiative to find some employment while searching for the ideal job, which is better than not working at all. Future employers will look more favorably on a candidate who worked than one who waited for the right opportunity. Do not be too picky.

A college degree shows knowledge and trainability but lacks the final essential element for a successful career—job experience. New college graduates have little experience in the corporate setting. Although individuals may believe they are overqualified for a position, there is always something to be learned and contributed to every situation or position. Essential experience can be gained from any new position accepted.

Work experience at any level will make a candidate more marketable in the future and is valuable on their record. Something can be learned from every position. Most desired are "hands-on," career-related experiences. Opportunities may arise from any "first job." Any work is helpful while building an experience base. While salary and benefits are important,

experience rates first. Maintain a job long enough to establish an excellent work record.

New graduates need to conduct more research on career alternatives. Job opportunities are available to those who have the potential to learn. If the ideal job cannot be found nor landed, then objectives may need to redefined and job campaigning refocused.

Additional skills are always welcomed by prospective employers. Classes in programming languages, accounting, tax expertise, or a foreign language may help. Flexibility to travel overseas is another plus. Whengearing for a future job search campaign, the focus should be on the employer's needs.

Continue searching! Keep looking for the job you want, and keep sending resumes to potential employers. Look harder and find a place to "start."

Blanket advice like this, however, may not be appropriate. Qualifications and preparation are personal, so advice for one individual may not be appropriate for another. Each individual must take their personal situation into consideration when implementing these recommendations.

Values Important to College Graduates Today

When listing values important to today's new college graduates, surveyed employers who recruit these graduates on college and university campuses cited the top three as (1) job satisfaction, (2) a balanced quality of life, and (3) compensation and benefits.

A satisfying job for new college hires, as described by surveyed employers, consists of a comfortable work environment with pleasant people, a meaningful and challenging occupation, interesting assignments, a variety of work tasks, prestige, and advancement potential (40). New graduates also wanted to feel good about their work, be rewarded appropriately, have job growth and a visible career path, be trusted, have access to the "big picture," recognition, financial performance related feedback, and be able to transfer to a new work situation if unhappy with their current assignment.

A balanced life was next in importance on the new graduate's list (15). A quality life for new graduates is described as: time for families, vacation, and recreation; flexible hours; a geographical location near culture, recreation, and desired climate; and social events.

Compensation and benefits are also important values to new graduates (16). An equitable starting salary, reasonable pay increases, and essential benefits were desired. Especially attractive to new graduates is assistance to continue educational goals and job assignments in proximity to an educational institution.

Job security and steady, long-term commitment is next in importance, according to employers. Job stability, steady full-time employment, and non-entry level jobs are desired.

Computerization and Automation: Impact on Jobs

Computerization and automation of the work environment in surveyed organizations are continuing at a very rapid pace. Computers and automated technology are all pervasive. Frequencies of responses from surveyed employers are noted in brackets ( ).

Areas of the work environment in many surveyed organizations are becoming almost totally computerized (101), including clerical, administrative, and technical support offices. Employees are impacted with nearly everyone using computers. For those who are computer illiterate, there are relatively few professional jobs available today. It is advantageous for everyone in an organization to be computer literate.

Facilities are receiving new local area networks (LANs) for connection of personal computers in office areas and manufacturing installations. Because computers enhance many job assignments, they can be found on nearly every desk and in several locations in every department. Client information, inventory control, sales and marketing, order processing, purchasing, and distribution and logistics operations have become automated. Information technology was everywhere in surveyed organizations.

Each year, entire operations have become automated and computerized to help "right size" companies. In the process, improved productivity is achieved at all levels of management. To remain competitive, all areas of the work environment must be kept on the leading edge of technology.

Although slower to automate and computerize, manufacturing jobs are gradually gaining computers and automation (18). Union laborers, line jobs (to some degree), materials control, and scheduling positions are most impacted, as time sheets, expense vouchers, assembly lines operations, computer-aided technologies, and budgets are computerized. An exception to this transition, reported by surveyed employers, was the basic steel industry. For some employers, this issue was not timely, because their workforces were automated many years ago.

Financial services and accounting are two more areas with extensive automation (22). The latest new technologies in auditing are laptop computers and computerized auditing software. For several years, data processing services, payroll, employee information, billing, staff benefits, point-of-sale systems, and home office accounting systems had been computerized.

Design engineering is another area of automation (13). Much greater use of computer-aided design (CAD), computer-aided engineering (CA), systems design, graphics work groups, laboratory staff assignments, and computerized drafting for engineers was reported.

In retailing, store operations are becoming totally computerized (5). In addition, buying and inventory analysis, logistics and distribution, and human resources are becoming automated.

For hospitals and health care agencies (5), computer have made it possible for nurses and other patient care providers to spend more time on patients and less time completing paperwork and documentation. Payroll, billing, and patient accounting are now automated.

Making senior management comfortable with computers and helping them keep pace with technological changes is a challenge (6), according to surveyed employers. With reduced numbers of clerical

The Impact Of Computerization And Automation

- Computers and automation of the work environment are everywhere, including clerical, administrative, and technical support office positions. Nearly everyone uses computers.
- Local area networks (LANs) are connecting personal computers in office areas and manufacturing installations for client information, inventory control, sales and marketing, order processing, purchasing, and logistics and distribution operations.
- Productivity increases are achieved at all levels of management by automating and computerizing to help "right size" companies.
- Manufacturing jobs are gradually gaining computers and automation, although slower to achieve with union labor.
- Other areas: financial services and accounting, design engineering, retail store operations, hospitals and health care agencies, and senior level management jobs.

employees, professional staff need to be computer literate and use personal computer applications. Because many work environments have become totally computerized, older workers who could not or would not learn, may have their jobs threatened. According to surveyed employers, older employees are not as computer literate as younger, new college graduates.

Commissions vs. Annual Salaries

Among 230 surveyed employers responding to this question, eight organizations (3.4%) paid commissions to new college hires in addition to starting salaries. Commissions were primarily paid for sales, marketing, or advertising related positions. The annual commission paid by these eight organizations to new college graduates during the first year of employment varied from $1,500 to $27,000. The average commission plus base salary for these positions was approximately $24,000.

Campus Visits

Campuses visited by surveyed organization for interviewing new college graduates this year (1993-94) are expected to decrease by approximately 5.0%. Last year, surveyed organizations each visited approximately 17 campuses for recruiting, and this year, approximately 16 campuses will be visited for this purpose.

Increases in campus visits are expected by aerospace and components (38.5%); metals and metal products (33.3%); social service, religious, and volunteer organizations (30.3%); food and beverage processing (26.7%); agribusiness (21.6%); glass, packaging, and allied products (14.3%); textiles, home furnishings, and apparel manufacturers (11.9%); governmental administration and military including federal, state, and local levels (10.7%); hospitals and health care services (8.2%); public utilities, including transportation (5.5%); hotels, motels, restaurants, and recreational facilities (5.1%); accounting firms (1.1%); and petroleum and allied products (0.4%).

Those organizations expecting decreases in number of campuses visited were engineering, research, consulting, and other professional services (-0.2%); automotive and mechanical equipment (-0.7%); lumber, wood products, and furniture manufacturers (-5.5%); electronics, computers, and electrical equipment manufacturers (-8.8%); diversified conglomerates (-9.1%); merchandising and retailing (-13.3%); banking, finance, and insurance (-15.4%); tire, rubber, and allied products (-21.7%); construction and building contractors (-25.0%); communications and telecommunications, including telephones, newspapers, and magazines (-29.4%); and chemicals, drugs, and allied products (-32.2%).

Smaller organizations expected to increase campus visits for interviewing. Companies with 1 to 99 employees (15.2%); employers with 100 to 499 employees (1.6%); and organizations with 500 to 999 employees (4.3%) anticipated increases, but employers with 10,000 or more employees expected fewer campus visits (-14.0%).

New and Emerging Occupations

The new and emerging occupations in today's work world, as reported by surveyed employers, are computer and high technology related occupations, business systems analysts, environmental scientists and engineers, health care and medical specialists, and communications and multimedia specialists.

Computer-related occupations continue to lead the list of new and emerging occupations (29). Related work assignments include computer programmers, local area network administrators, database and file server administrators, technology transfer specialists, electronic data interchange coordinators, computer communications administrators, software design engineers, and computer applications generalists.

New And Emerging Occupations

- Computer-related occupations
- Business systems analysts
- Environmental scientists and engineers
- Engineers with other specialties
- Health care and medical specialists
- Communications and telecommunications specialists

Business systems analysts receive significant attention as emerging occupations (26). Other related work tasks include financial information analysts, information specialists/analysts, information handling specialists, information technologists, international trade liaisons, risk management specialists, and information systems specialists.

Environmental scientists and engineers are new positions in numerous organizations (26). Related titles used by other employers include environmental affairs specialists and environmental safety and health engineers.

Engineers of other new specialties are also emerging (16). Included in this group are design engineers, systems engineers, systems analysts, computer engineers, polymer science engineers, quality assurance engineers, total quality control engineers, systems integration specialists, manufacturing systems engineers, manufacturing automation specialists/engineers, process control engineers, transportation engineers, electromechanical engineers, and software engineers.

Health care and medical specialists are listed (12). Nurse practitioners, advanced practical nurses, physical therapists, occupational therapists, industrial hygienists, nurse anethestists, health care systems managers, home-based health care specialists, and health care marketing personnel were the titles used.

Communications and telecommunications, related specialities are listed frequently (10). These include hardware and software specialists, biotechnology communications experts, multimedia specialists, and communications technologists.

Other job titles listed less frequently but included on the list of new and emerging occupations, are technical writing, waste management technicians, toxicologists, geologists, research and development specialists, research specialists, research project team managers, customer services specialists, public service representatives, public interest career coordinators, claims adjusters, foreign market specialists, world trade specialists, and international sales representatives.

In human resources administration, the new and emerging titles include employee benefits administrators, training specialists, organizational development specialists, merging operations divisional specialists, outplacement consultants, and training and logistics specialists.

Hiring for a Lifetime

Hiring new college graduates to work throughout their lifetimes for one organization is a theoretical ideal (83), but it is not a realistic expectation, according to responding employers. Generally, employers expect few new hires to work a lifetime in their initial organization. Although loyalties of the past have changed, most surveyed employers would encourage new college graduates to work for longer periods of time—for the rest of their lives if they wished, and many of these organizations have been successful at keeping new people. Consequently, in these organizations, lower turnover rates were reported.

Change is now a constant for most surveyed or-

EMPLOYERS HIRING FOR A LIFETIME

WITHIN ONE ORGANIZATION

- A theoretical ideal, desired by most surveyed employers, but not a realistic expectation.
- Change is now constant for most employers, and preparation for change is a necessity. No guarantees.
- Increased focus on aiding employees obtain skills necessary to be effective employees and to prepare them for changes if circumstances require.
- Creating an environment that fosters longevity is a company philosophy for many organizations.
- Employers hope to retain the best: some may want to leave; and other employees may be separated for marginal work performance.
- Thorough preemployment interviews conducted to try to ensure a good, long-term "fit."
- Exceptions: public accounting, hotel/ restaurant operations, and health care occupations.

ganizations, and preparation for change is a necessity (26). There are no guarantees on either side, according to employers. It is unrealistic, if not impossible, for the average new college graduates to be expected to remain with their first organization. Because the current job market is too volatile to predict, most employers can no longer assure a lifetime of employment. Corporate restructuring and downsizing are continuing, so employers can only maintain that new hires will have jobs as long as there is work. Prospects for a lifetime of employment with one organization are certainly less probable than they were five years ago. The expectation for an individual to "marry" an organization is no longer the norm.

There is an increased focus on aiding employees to obtain the skills to be effective and productive employees and to provide them the flexibility for employment changes if circumstances require. The result is less focus on lifetime employment relationships.

Creating an environment that fosters longevity is a company philosophy for many organizations. New college graduates are viewed as future leaders for these companies. Employers encourage new graduates to join their organizations for careers rather than initial training jobs. Programs have been designed to help new college hires make the transition from student to full-time employee. Career development programs, company recognition, reward systems, nurturing, team work environments, and continuous advancing levels of authority are provided. Policies of "promotion from within" have been established to encourage employees to spend increased working lives with the organization. Support for lateral and upward movement is provided, so turnover will be maintained at a very low level.

Being realistic, employers hope to retain the best. However, they know some employees may discover jobs that are not right for them and may leave for better opportunities. Other employees may need to be separated from the company for marginal work performance. For the job-suitable people, employers are willing to provide the proper career opportunities and pay close attention to their career growth.

Thorough preemployment interviews are conducted to ensure a good, long-term "fit." Competitive salaries, comprehensive benefit packages, and profit sharing are offered to new hires. Because sub-

stantial investments of money and training are committed to new hires, employers are encouraging them to stay with their organizations.

Public accounting, hotel/restaurant operations, and health care industries are exceptions to the longevity rule (10). With public accounting firms, new college hires are anticipated to stay approximately two to five years before moving. Performance-based evaluations have influenced the cultures in these organizations (i.e. continuing progress). In health care employment categories, long-term employment is not realistic because workers frequently change jobs.

Employer Views of Informational Interviews

Surveyed organizations (64.3%) have experienced students or new college graduates trying to get an "in" with their organizations by scheduling and conducting informal information interview sessions on the telephone or in person. This activity was viewed neutrally by 61.5% of surveyed organization. Positively viewing this activity were 19.9% of the employers responding, and negative views were held by 18.5%.

Limited available time, short staff resources, and few job openings make it difficult for human resource executives to respond to these calls or to arrange informal interviews with these job seekers. Also, depending on the time of year (i.e. during recruiting season), the prospect for arranging calls or visits is less likely. Personnel office staff are doing more with less, and "drop-ins" utilize excessive time from preciously few spare moments each day.

Use of placement offices was encouraged by several respondents, especially at the colleges and universities where the organizations recruit. It was the opinion of these personnel administrators that graduating students can get the same information at career information centers on college and university campuses.

Employers understand that new college graduates desire suggestions on ways to find jobs through informal information sessions. However, employers do not appreciate individuals trying to turn these sessions into interviews when no positions are available. A fine line exists between appropriate and inappropriate contact. Contacts are not well-received by employers when openings do not exist, since the visits would not help the graduating students, nor would they be prudent use of the executive's time.

Particular individuals seeking positions may be the exception to the rule, however. Most demanded by personnel offices are minorities, women, and high demand academic majors. If graduating students are among these groups, then the information session may yield results, but the applicants must match the employers' needs.

Although informal information sessions rarely change the likelihood of an opportunity in organizations with no openings, employers understand the desire for applicants to get an edge. Hence, they try to help. However, the contact can be a very negative one if it is too time-consuming and/or comes across as a "sell job." As long as the graduating student is polite and respects the personnel administrator's time, it is recommended.

With certain managers, it may not hurt to be cautiously persistent in the job hunting process, as motivated individuals admired. Employers note that it is occasionally helpful to gather information about candidates over the phone to encourage selected candidates to apply. According to employers, it is smart to network. It is a rather innovative approach, and the applicants who do it should receive an "A" for effort. This shows motivation and willingness to work. The key to its success is proper follow-up. It is commendable for graduating students to be assertive. Human resource executives endeavor to talk with graduating students, time permitting.

Whether networking is an annoyance or whether it shows initiative depends upon delivery. The technique must be accomplished in an honest and mature manner. If graduating students are pushy or overbear-

ing, the results are likely to be negative. If students are not excessive with requests, employers tend to respond positively. Much depends upon the tenacity of graduating students; either they are pleasantly aggressive or pests. Softening the request for an interview is often done poorly and insincerely, so students need to start the discernment process early. When employment needs arise, and they will, companies will certainly interview and consider for employment those who show a definite potential.

Unique Places to Hunt for Jobs

When advising new college graduates on unique places to consider for job opportunities, employers provided some interesting recommendations. Among the ideas mentioned were working for small companies, temporary contract agencies, searching in certain geographical areas of the United States, and pursuing openings in international/overseas arenas.

Most recommended are niche sectors of the economy (37). Included are service sector assignments, retailing firms, pharmaceuticals, telecommunications, environmental industries, health care industries, biotechnology companies, leading-edge technology companies, banks, computer industries, companies involved in re-engineering of business processes, insurance companies, leisure industries, and mortgage and finance companies.

Small and medium-sized growing companies with a sound financial base are cited as very good options for job hunters (20). Among these are start-up businesses, companies in rural areas, small companies working off big organizations, and companies on the move. Most of the these companies do not recruit on college campuses. Nor do these companies have the management training programs of larger organizations, but they may be more financially stable, experience fewer layoffs, pay good salaries, and provide opportunities for growth.

Relocation is recommended as a serious option for new college graduates to consider (20). According to employers, too many new graduates are not willing to move, and better job prospects might require mobility. Mentioned numerous times by employers as regions of the United States with better job prospects were the southeastern and midwestern regions. Also mentioned were the western mountain regions around Nevada and Arizona.

Use of all available networking resources is advised (40). Employers interested in a particular major should be considered. New graduates are encouraged to look anywhere and everywhere! Resumes should be sent to personnel offices; newspa-

Unique Places To Hunt For Jobs

- Niche sectors of the economy: service sector assignments, retailing, pharmaceuticals, environmental, health care, biotech, banks, computers, insurance, leisure, and mortgage and finance.
- Small and medium-sized growing companies, start-up businesses, rural areas, contract companies, financially stable.
- Relocation might be a recommended option for better prospects.
- Use of all available networking resources was advised: personnel offices, newspaper ads, media announcements, employment agencies, reference books, trade journals, professional associations, university libraries, and personal contacts.
- Placement offices: schedule interview appointments when employers visit campus, attend career days and job fairs, faculty contacts, and referrals on listed job openings.
- Contract agencies when filling temporarily vacant positons.
- Organizations recovering from downsizing and earlier layoffs.

per advertisements read; media announcements monitored for employment trends or new job prospects; and employment agencies contacted.

After finding the first job, the graduating student can be more selective in the future. Reference books, trade journals, professional associations, and industrial publications need to be consulted along with local and university libraries. Use every personal and professional contact available (i.e. professors, family, friends, associates, etc.).

Placement offices are another resource mentioned by employers (19). Applicants should schedule interview appointments whenever employers visit campus. Attendance at career days and job fairs is important to identify employers that are actively recruiting for available job openings. Job seekers are encouraged to use every available on-campus recruiting program as an opportunity to obtain names of contacts and arrange referrals for job opportunities.

Contract agencies are used more frequently by employers (5) to temporarily fill vacant positions and to keep personnel counts low, so these agencies are recommended as another source of job openings. Consequently, when job opportunities become available within organizations, employers will hire contract employees into full-time jobs.

Companies that have already downsized may now be hiring. Also, too narrow a perspective on job options may eliminate excellent career opportunities. When employers are openly advertising for one job opening, they may have opportunities for others. Contact them!

Small Employers: How to Find Them

When new college graduates are hunting for job opportunities with small employers, employers suggest that they proceed by first networking with personal contacts, friends, family, relatives, and current employees of small organizations in the local community (28). Getting to know the owners and other senior managers within an organization is the best access to job opportunities, according to surveyed employers.

Secondly, thorough research of small business organizations and gaining knowledge about them beforehand is impressive (14). Do your homework, and get to know the company, its products, its industry, and its competitors. College graduates need to learn about opportunities that may exist, and then directly contact the employer. New graduates can make it apparent to the company how they can help the company grow. Be willing to accept any opening that would help you get a "foot in the door." Starting at a lower salary and working additional hours may be necessary to succeed. Emphasize flexibility by accepting any opportunity. As job openings arise, small businesses typically promote hard workers.

Use personal, on-site visits as a major job campaigning technique (10). Small businesses can be contacted by mail, telephone, and in person and requested to discuss employment prospects. Definitely pursue small businesses personally. Wear out some shoe leather. Knock on doors, and appear at their place of business.

Area, regional, and city chambers of commerce and better business bureaus (10) can be contacted to identify small businesses in the local community. New graduates are encouraged to join community organizations and churches in an attempt to network by meeting people who work for small employers. Frequently, local library reference desks have addresses and contact persons for small local businesses.

College placement offices should have resources that may be helpful (10), but the placement offices cannot do all the work. The task of identifying and pursuing small local businesses is the new graduate's and theirs alone. Attendance at career fairs and other programs organized by local businesses and entrepreneurs is important.

Small business directories (4) are recommended as excellent sources for addresses and contact names. Newspaper advertisements and telephone books are

other sources identified. Use of every accessible database, job bank, directory, and library resource is vital.

Candidates showing initiative when contacting small businesses is commendable. An offer to work for 30 days without pay can prove one's self. Most employers will pay regardless, but they will love the spunk shown.

"Weeder" Questions Used by Employers

During campus interviews and plant visits, some recruiters ask "weeder" questions for the purpose of eliminating candidates who may not be appropriate employees for an organization. Potentially, every question asked in a thorough interview is a "weeder" question. Surveyed employers shared some of their organizations' favorites.

General honesty and integrity are checked as one option. What is your academic major? ... overall grade point average? Why do you feel you are the best candidate for this position? What skills and abilities do you possess that would make you an ideal candidate for this job? Tell me when you have taken initiative and gone beyond what was expected. How would you describe yourself — assertive or behind-the-scenes, and why? When have you ever dropped the ball?

Educational background is another. Why did you choose this college or university? Why did you choose this academic major? In what geographical location do you want to work? Why? Are you willing to relocate? What have you done to prepare yourself for a position with our company? Why should we choose you over someone else? Are you planning to attend graduate school? Why did you signup for an interview with our company? How do your studies relate to the work environment in our organization?

Job preferences are "weeder" topics sometimes. Describe your ideal job and work environment. What are your career aspirations? What are your long-term goals and objectives? What do you think you will be doing with our organization five years from now? What opportunity are you seeking? What are the things that motivate you? Why do you want an assignment in ...?

Are you **willing to travel** 50-60% of the time? What are you hoping to avoid in a job? What assignments don't you like? How did you handle working with difficult co-workers? Tell me about a situation where you experienced rapid change. How did you handle it? How would you define a successful career? How will you evaluate the company you hope will hire you? How many hours do you expect to work on an annual basis? What makes you think you will like a career in the (... field)?

Earlier work experiences offer interesting topics. How do you feel about your previous supervisor? What experiences have you had when working with multiethnic coworkers or other employees? Do you have experiences working with persons who have a different background from your own? What were your favorite working hours? Do you have experiences in organizing work activities (decision-making, leadership roles, etc.)? What was your favorite earliest work assignment? What was your least valuable work experience? Describe your work style. Please tell us how you think your previous supervisors would answer our reference checking questions.

Technical questions are another technique. If confronted with this problem, how would you approach and begin to solve it? Knowledge of labor law, experience in labor law, ability to conduct research, and skill in written legal communication are used. Do you prefer working alone or on a team? Define cooperation. Typical job assignment scenarios may be given and applicants may be asked what they would do. The applicant's thought processes may be analyzed. How do you prioritize? How do you solve problems? Are you well organized? Do you handle pressure well? What do you do when pressed for a decision? Tell me how you have verbally convinced someone on an approach or idea.

Prior research of the organization is used too. What do you know about our company? Why are you interested in working here? What identifies this company apart from other organizations? What do you think makes a person a success in the ... industry? What do you expect of the company that hires you?

Do you have **authorization to work** full-time indefinitely in the U.S.? Do you have relatives currently employed by our company (nepotism policy)?

Some employers may not like "weeder" questions. In interviews with representatives of these organizations, questions generally focus on past performance and build on the applicant's qualifications. In this way, the best overall applicant can be chosen.

Starting Salary Averages Percentage Increases Expected

Starting salary offers to new college graduates hired this year (1993-94) when compared to last year (1992-93) are expected to be 0.4% to 1.6% higher. A year earlier (1992-93), starting salaries were expected to change from -0.6% to 1.3%.

Highest among anticipated increases for this year (1992-93) are expected for academic majors in chemistry (1.4%); chemical engineering (1.3%); computer science (1.2%); industrial engineering (1.2%); civil engineering (1.2%); mechanical engineering (1.1%); mathematics (1.1%); accounting (1.1%); nursing (1.0%); electrical engineering (1.0%); marketing/sales (1.0%); and financial administration (1.0%).

Increases of less than 1% are expected for academic majors in physics (0.9%); general business administration (0.9%); telecommunications (0.9%); education (0.8%); retailing (0.8%); hotel, restaurant, and institutional management (0.7%); personnel administration (0.7%); geology (0.7%); communications (0.7%); social science (0.6%); liberal arts/arts and letters (0.5%); advertising (0.5%); natural resources (0.5%); journalism (0.4%); agriculture (0.3%); and human ecology/home economics (0.3%).

Starting salary increases of 1.1% to 1.6% are expected for advanced degree graduates: 1.2% for MBAs, 1.1% master's degree graduates, and 1.6% for doctoral degree graduates.

Starting Salary Averages

Starting salary averages for several academic majors are listed, but graduating students should understand that their actual salary offers may vary from these averages because of the geographical location of the job, cost of living, their prior work experiences, academic achievements, and their individual personality characteristics.

Highest among starting salaries this year for bachelor's degree graduates are chemical engineering ($40,341); mechanical engineering ($35,369); electrical engineering ($34,979); industrial engineering ($33,348); computer science ($32,446); nursing ($29,868); civil engineering ($29,547); geology ($28,414); chemistry ($28,386); accounting ($27,787); physics ($27,087); financial administration ($26,630); and mathematics ($26,415).

Starting salaries of less than $25,000 are expected for majors in marketing/sales ($24,607); agriculture ($24,134); general business administration ($23,760); hotel, restaurant, and institutional management ($23,713); personnel administration ($22,923); education ($22,685); natural resources ($22,554); social science ($22,333); retailing ($22,002); communications ($21,640); advertising ($21,627); human ecology/home economics ($21,053); liberal arts/arts and letters ($20,860); telecommunications ($20,680); and journalism ($20,587).

Starting salaries for advanced degree graduates are expected to be $37,530 for MBAs, $35,582 for master's degree graduates, and $38,612 for doctoral degree graduates. Depending upon the academic major of an advanced degree graduate, the starting salary will vary considerably, either higher or lower,

ESTIMATED STARTING SALARIES
FOR NEW COLLEGE GRADUATES

Academic Majors

Bachelor's Degree Graduates	Estimated Starting Salary for 1993-94
Chemical Engineering	$40,341
Mechanical Engineering	$35,369
Electrical Engineering	$34,979
Industrial Engineering	$33,348
Computer Science	$32,446
Nursing	$29,868
Civil Engineering	$29,547
Geology	$28,414
Chemistry	$28,386
Accounting	$27,787
Physics	$27,087
Financial Administration	$26,630
Mathematics	$26,415
Marketing/Sales	$24,607
Agriculture	$24,134
General Business Admin.	$23,760
Hotel, Rest. Inst. Mgt	$23,713
Personnel Administration	$22,923
Education	$22,685
Natural Resources	$22,554
Social Science	$22,333
Retailing	$22,002
Communications	$21,640
Advertising	$21,627
Human Ecology/Home Economics	$21,053
Liberal Arts/Arts & Letters	$20,860
Telecommunications	$20,680
Journalism	$20,587
Averages for Graduate Degree	
MBA	$37,530
Masters	$35,582
Ph.D.	$38,612

SOURCE: Average annual starting salaries for 1992-93 were used from the Collegiate Employment Research Institute. 1993. *Salary Report 1992-93* (Interim Report for October 31, 1993). East Lansing, Michigan: Career Development and Placement Services, Michigan State University; and the College Placement Council's *Salary Survey for 1992-93*. September 1993. Bethlehem, PA: College Placement Council, Inc.

than these estimated starting salaries.

Notice: When calculating average annual starting salaries for 1993-94, actual starting salary data for 1992-93 was used from the Collegiate Employment Research Institute, *Interim Salary Report 1992-93* for October 31, 1993; and the College Placement Council's *Salary Survey for 1992-93* published in September, 1993, by the College Placement Council, Inc., in Bethlehem, PA.

Important Job Performance Indicators

When hiring new college graduates for their organizations, surveyed employers felt certain criteria were more important job performance indicators than others. An original list of factors was provided for this survey, and employers were requested to rate the level of importance for each. Provided on the previous page are the employers' aggregate ratings, listed from the most important indicator to the least important.

Turnover of New Hires

Four years ago (1989-90), 6,021 new college graduates were hired by 107 surveyed organizations reporting statistics for this turnover analysis. During the three years since 1989-90, 1,863 new hires left the employers that hired them. Thus, turnover in these three years was 30.9%. Leaving during the first year after initial employment were 470 new graduates (7.8%); 773 left during the second year (12.8%); and 620 left during the third year (10.3%).

Of the new college graduates hired four years ago (1989-90) by surveyed organizations, 820 were **minorities** (Black/African-American, Hispanic, Spanish/American, Asian/Pacific Islanders, or American Indians). This accounted for 13.6% of the new hires. Of these new minority hires, 283 left during the three years since 1989-90 (34.5%). Of the total minorities hired, 69 left during the first year (8.4%), 117 left during the second year (14.2%), and 97 left during the third year (11.8%).

Women hired four years ago (1989-90) among the new college graduates entering surveyed organizations totaled 2,096. Of these new hires, 957 left during the three years since 1989-90 (45.6%). Of the total women hired, 230 left during the first year (11.0%), 446 left during the second year (21.3%), and 281 left during the third year (13.4%).

Employer categories with the highest turnover rates for new college graduates hired in 1989-90 and leaving during the three years since then were glass, packaging, and allied products (69.2%); social ser-

Turnover Rates For New Hires

AMONG SURVEYED EMPLOYERS

FOR 1989–90 THROUGH 1992–93

	Total Hired 4 Years Ago	Leaving During First Year		Leaving During Second Year		Leaving During Third Year		TOTAL Leaving	
		No.	Percent	No.	Percent	No.	Percent	No.	Percent
All New College Graduates Hired	**6,021**	470	**7.8%**	773	**12.8%**	620	**10.3%**	1,863	**30.9%**
Minorities	**820**	69	**8.4%**	117	**14.2%**	97	**11.8%**	283	**34.5%**
Women	**2,096**	230	**11.0%**	446	**21.3%**	281	**13.4%**	957	**45.6%**

Important Job Performance Indicators

When hiring new college graduates for their organizations, surveyed employers expressed that some criteria were more important job performance indicators than others. An original list of factors was provided for this survey, and employers were requested to rate the level of importance for each. Provided here are the employers' aggregate ratings, listed from the most important indicator to the least important.

Always Important as a Job Performance Indicator

Ability to accept responsibility
Honesty and integrity

Almost Always Important as a Job Performance Indicator

Sincerity, genuine
Eagerness, enthusiasm
Decision-making skills
Critical thinking and logic skills
Initiative
Businesslike, professional attitude
Intelligence
Oral communication and verbal skills
Problem-solving abilities
Flexibility and adaptability to new circumstances
Interpersonal skills and sociability
Motivation to achieve
Self-esteem and confidence
Creative thinking
Listening abilities
Reasoning skills
Ability to build rapport
Eye contact, attentiveness
Appearance, dress, neatness, ensemble
Leadership skills
Well-spoken, clear enunciation, good diction
Academic major
Knowing how to learn
Ease with answering questions
Loyalty to your organization
Graceful manner, politeness
Team-building skills
Self-management skills
Smile, good humor
Reading skills
Writing skills
Description of jobs previously performed
Negotiating, influencing, and group dynamics skills
Grade point average in academic major
Grade point average overall
Relaxed, unnerved manners
Information management skills
Rapport-building experiences
Management and administrative abilities
Design and planning skills
Work with data and information
Life experiences
Ability to keep conversation flowing naturally, without pauses or hesitation

Sometimes Important as a Job Performance Indicator

Leadership in extracurricular activities
Numerical and mathematical aptitudes
Research and investigative skills
Quality of college or university attended
Tendency towards autonomous action
Participation in college activities
Tasks performed in college activities
Positions held in college activities
Visualizing skills
Achievement test results
Work samples
Aptitude test results
High school activities

Seldom Important as a Job Performance Indicator

Selectivity of admission to academic major
Occupational competency test results
Abilities from assessment center simulating actual job performance
Athletic team achievements
Laboratory experiment reports
Intramural sports participation
Samples of long research papers

vice, religious, and volunteer organizations (68.6%); textiles, home furnishings, and apparel manufacturers (47.2%); banking, finance, and insurance (46.0%); merchandising and retailing (45.1%); engineering, research, consulting, and other professional services (42.2%); communications and telecommunications, including telephones, newspapers, and magazines (38.4%); automotive and mechanical equipment (32.0%); accounting firms (30.5%); hotels, motels, restaurants, and recreational facilities (26.7%); and public utilities, including transportation (25.5%).

With turnover rates of 10-25% were hospitals and health care services (25.0%); chemicals, drugs, and allied products (22.8%); governmental administration and military including federal, state, and local levels (20.0%); metals and metal products (20.0%); tire, rubber, and allied products (18.0%); agribusiness (17.5%); electronics, computers, and electrical equipment manufacturers (17.0%); construction and building contractors (15.7%); and lumber, wood products, and furniture manufacturers (10.3%).

Size of employer also influences rate of turnover. The highest turnover rates were reported by organizations with 1 to 99 employees (51.2%); and employers with 100 to 499 employees (45.8%). Experiencing lower turnover rates (in the range of 25%) were employers with 5,000 to 9,999 employees (25.8%); organizations with 1,000 to 4,999 (25.6%); and employers with 10,000 or more employees (24.1%). The lowest turnover rate was reported by employers with 500 to 999 employees (15.0%), but the number of respondents in this category was small (11).

Transfers of New Hires

On the average, new college graduates are typically transferred once to a new geographical location after their initial placement during the first year of employment. Of 144 surveyed organizations reporting transfers, a total of 44 transfers were reported, so fewer than one per organization were reported.

Percent Turnover of 1989-90 College Graduates In First 3 Years of Employment

Glass/Packaging	69.2%
Service Organizations	68.6%
Textiles	47.2%
Banking/Finance/Insurance	46.0%
Merchandising/Retailing	45.1%
Engineering, Consulting and Professional Services	42.2%
Communication	38.4%
Automotive/Mechanical	32.0%
Accounting	30.5%
Hotels/Motels/Restaurants	26.7%
Public Utilities	25.5%
Hospitals/Health Care	25.0%
Chemicals/Drugs	22.8%
Government	20.0%
Metals	20.0%
Tires/Rubber	18.0%
Agribusiness	17.5%
Construction	16.7%
Lumber	10.3%

Common Mistakes When Interviewing

Some common mistakes made by new college graduates when interviewing with prospective employers were noted. Most prominent among employer suggestions was advice that new college graduates adequately prepare prior to the interviewing situation. Try not to shoot from the hip, because it will not work.

Employers also advised graduates to research the companies and the positions they are seeking. Too frequently, applicants do not possess basic knowledge of the company, industry, or position. Rambling, vague answers, and lack of focus then occur during the interview. Research, research, and research again! Do your homework on all aspects of the employment situation.

During the interview, applicants should appear calm, despite their nervousness. Many new graduates are overly eager to impress employers with their abilities. Prospective applicants should avoid overstating accomplishments or trying to "bull" their way through an interview. Applicants should not feel bound to come up with the "right" answers.

Know thyself, thy strengths, and thy aspirations. Some applicants have no concept of their own interests, likes, and desires. It is vital for applicants to sell their proven abilities in an honest and forthright manner. The interviewee should exhibit interest and enthusiasm.

A well-defined career objective without too much specificity is desirable. An unwillingness to compromise on goals or objectives may eliminate an applicant. A lack of clear goals and directions can be obvious.

When interviewing, the applicant should focus on the available job rather than the job desired. After listening carefully, the applicant should answer the employer's questions in a clear and confident manner. Employer questions should be anticipated and responses mentally prepared. Applicants may practice interviewing, but do not memorize responses, or they will sound forced. Also, applicants should take the initiative to prepare and ask intelligent questions of their own. Poor questions are evident. Always maintain a positive attitude.

It is important to communicate effectively. Poor verbal communication skills are a liability. Giggling; lack of eye contact; speaking garbled, in a monotone, or without enthusiasm; poor grammar; or failure to follow oral directions are apparent. An excellent interview is a comfortable conversation. Poise and confidence should be perceptible, but the applicant should be relaxed enough to enjoy speaking with the interviewer. Appropriate dress and visual image are important. Punctuality for appointments and sincerity are vital. Applicants should not be overly rigid or mechanical in their answers, but maintain a professional manner even in a fairly casual atmosphere.

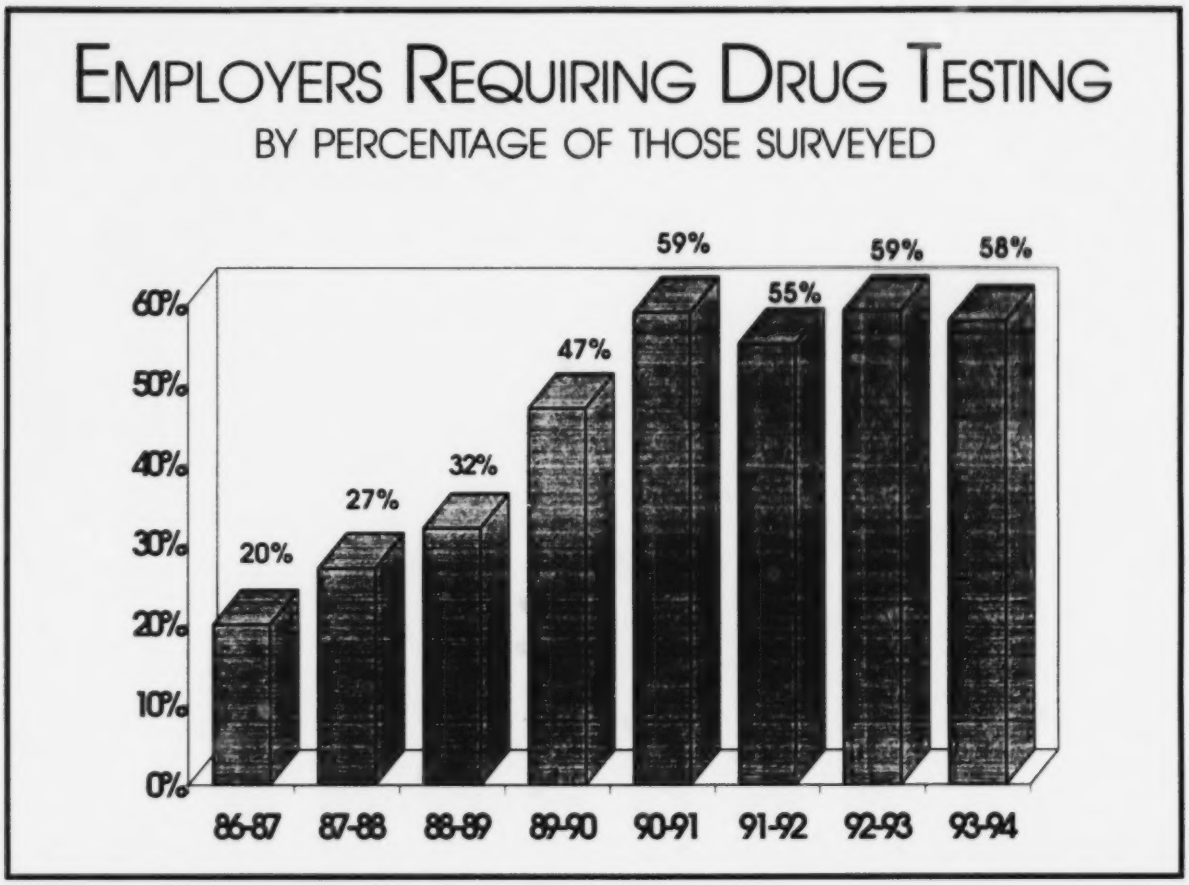
The employers' needs must be understood. Supervisors and managers are looking for a worker, not someone to tell them how their business should be run. Having a "know-it-all" attitude or overzealous ambition is definitely not attractive. New graduates do not possess the worldly experiences necessary for immediate success on the job. They must be humble and willingly accept direction. Applicants should not assume they understand the requirements of the job. They need to focus on the impact they can make on the company and be willing to "pay their dues."

Thinking a degree is worth more than work experience is another error. Relevant, career-related work experience in a major area of study, even an internship or part-time assignment, is desired, but not enough, for success in the working world. A lack of relevant job experience can hurt applicants' chances for employment. Samples of prior work accomplishments should be prepared in advance whenever possible to illustrate discussions of employment history.

A lack of commitment to the career field can be evident. Questions regarding the number of hours per day or days per week an employee is expected to work should be asked in later interviews. In addition, applicants may lack an understanding of what is required to succeed. Expectations of huge salaries and impressive starting positions with little or no experience is an illusion. Applicants should not assume they deserve the job because they have a college degree.

Employers do not appreciate hearing that an applicant intends to gain professional experience for the purpose of attending graduate school. Applicants who reject relocation as an option may be eliminated from further review. A poor interview question to disqualify an applicant would be: "How far can I advance, and how long will it take to get there?" Companies do not conform to fit the applicants' wishes.

Oversell or overconfidence may occur. Employers rarely see geniuses or corporate officer material when they are recruiting for entry-level assignments. A fine balance must be struck between being asser-



tive and being overbearing. Occasionally, graduates come across too strongly and possess unreasonable views of their own abilities. Overstated resume details, inflated grade point averages, or misrepresented achievements are inexcusable.

According to employers, arrogance is another negative attitude. Interviewees may mistakenly assume that their academic achievements will carry them into greatness. Another mistake applicants can make is to reveal too much personal information or to ask the starting salary too early in the interview.

Drug, Alcohol, and AIDS Testing

Testing of new college recruits for drug use, AIDS, and alcohol levels was required by numerous surveyed employers. Of 231 employers responding, **drug testing** of new hires was required by 57.9%. Included in this percentage were employers who "sometimes," "almost always," or "always" screened for drug use. In previous years, percentages of employers requiring drug tests included 59.1% in 1992-93, 55.2% in 1991-92, 59.3% in 1990-91, 47% in 1989-90, 32% in 1988-89, 27% in 1987-88, and 20% in 1986-87.

Testing for alcohol levels among new college graduates was required by 22.5% of 216 respondents. This compares to 27.1% in 1992-93, 31.2% in 1991-92, 28.1% in 1990-91, 25% in 1989-90, 14% in 1988-89, and 9% in 1987-88.

AIDS testing of new hires was required by only 5.3% of the 220 employers responding. Testing for AIDS in previous years included 6.2% in 1992-93, 2.1% in 1991-92, 5.4% in 1990-91, 4% in 1989-90, 3% in 1988-89, and 2% in 1987-88.

Several employers noted that these tests are required only after an offer has been extended and ac-

cepted by a new college graduate.

Job Opportunities by Geographical Regions

Based upon their experiences, surveyed employers were requested to rate the availability of employment opportunities for new college graduates this year (1993-94) in each of the geographical regions of the United States familiar to them. For these ratings, respondents were presented with five options for availability: extremely high, high, medium, low, and no availability. statistical

For the fifth consecutive year, "medium" availability of employment opportunities was the best prospects anticipated for new college graduates in all geographical regions of the country. This year (1993-94), "medium availability" ratings were received by all regions of the United States: northcentral (69.4%), southeastern (66.6%), southcentral (60.9%), southwestern (58.9%), northeastern (48.1%), and northwestern (46.1%). All ratings received this year were slightly improved from a year earlier.

Last year (1992-93), the southeastern (60.1%), northcentral (60.1%), and southwestern (50.5%) regions of the United States received "medium availability" ratings. The southcentral (44.4%), northwestern (39.6%), and northeastern (38.3%) regions of the country received "low" ratings for availability of employment opportunities.

Two years ago (1991-92), "medium" ratings were indicated for the northcentral (71.4%), southeastern (67.9%), southwestern (66.9%), southcentral (54.1%), and northwestern (50.2%) regions of the United States. An availability rating of "low" was received for only the northeastern (42.3%) region of the country.

EMPLOYERS RESPONDING TO *RECRUITING TRENDS 1993-94*

A

A P Parts Company
A T Kearney Inc.
Abam Engineers
Abbott Laboratories
Abraham Straus and Jordan Marsh
Acacia Mutual Life Insurance
ACME Electric Corp
ADAPTEC Incorporated
ADM Company
AETNA Life and Casualty
Agway Incorporated
Air Force Flight Test
Air Products and Chemical Incorporated
Alberto Culver and Company
Albright and Wilson Americas
Alcoa
Alcon Laboratories
Aldi Foods
Aldrich Chemical Company Incorporated
Alexander Hamilton Life Insurance of America
All-Phase Electric Supply
Allegan General Hospital
Allergan Incorporation
Allied Signal
Allied Tube and Conduit
Altschuler Melvoin and Glasser
Amerada Hess Corporation
American Breeders Service
American College Testing
American Electric Power
American Institute of Business
American Management Systems Incorporated
American National Bank and Trust
American National Can Company
American Symphony Orchestra League
Ameritech Michigan Bell
Ames Laboratory
Amoco Oil Company
Amsouth Bank National
Amway Corporation
Anatec
Anchor Continental
Anderson Clayton FDS
Anderson Consulting
Ann Arbor Police Department
Anser
Applied Physics Laboratory
Aquidneck Data Company
ARA Business Dining Services
Arete Associates
Aristech Chemical Corporation
Arkansas Best Corporation
Arkansas Department of Parks and Tourism
Armco Advanced Materials Company
Armstrong Machines
Armstrong World Industries
Army Material Technology Laboratory
Arrow International Incorporated
Arthur Anderson
ASG Industries
Ashland Oil Incorporated
Ashland Petroleum Company
AT&T
AT&T Bell Laboratories
Atlantic Richfield
Atlas Powder Company
Audit Bureau of Circulations
Awrey Bakeries Incorporated

B

B and W Nuclear Technologies
B F Goodrich Company
Babcock and Wilcox Co
Bank One Columbus N A
Bank One Dayton
Bard Manufacturing Company
Barry Controls Division
Bath Ironworks
Battelle Columbus Operative

Baybanks Boston
Beasley Homes
Bellevue Hospital Center
Bergan Mercy Medical Center
Beverly Enterprises
Blaw-Knox Rolls Division
Bloom Engineering
Blue Cross Blue Shield of New Jersey
Bocknek Berger Ghers
Boston Stores
Bowater Carolina Company
Boysville of Michigan
BP Exploration
Brickman Group Limited
Broad Incorporated
Broad Vogt and Conant
Brown and Sharpe Company
Budd Company
Bultnyk and Company
Bureau of Labor Statistics
Bureau of the Budget
Burgess and Niple Limited
Burlington Northern
Burns International Security

C

C F Industries Incorporated
CAE-Link Corporation
Cairns and Stewart
Calspan Corporation AEDC Operations
Caltex Petroleum Corporations
Career Research Incorporated
Cargill Incorporated Poultry
Caro Regional Mental Health
Carrols Corporation
Carter, Belcourt and Atkinson
CAS Division of the American Chemical Society
Catholic Medical Center
Catholic Social Services of Wayne County
Centennial Group
Centex Homes Corporation
Central Cartage
Champion International
Chem-Trend Incorporated
Chicago and North West Transportation
Chicago Association for Retarded Citizens
Chicago Board of Trade
Child and Family Services
Chrysler Corporation
Chubb Group of Insurance Company
CIGNA Corporation
City of Akron Personnel Department
Clark Division Dresser Incorporated
Clover
CMP Publications Incorporated
Collins Foods International
Colonial Pipeline Company
Colonial Williamsburg Foundation
Commonwealth Edison
Community Medical Center of Toms River
Community Mental Health
Comptrol of Currency
Computer Products Incorporated Pad
Computone Corporation
Concession Air and Sports Service
Concord Drug
Consolidated Edison
Consolidated Papers
Constar Incorporated
Consumers Power Company
Contraves Incorporated
Core Technology
Corn Products
Cornwall Industries
Coro MidWestern Center
Countrymark Cooperative
County of Kern
County of Los Angeles
Cox Cable Communications
Creare Incorporated
Creative Solutions
Crested Butte MT Resources
CRST Incorporated

D

Dart Container Corporation
Davey Tree Expert Company
David Michael and Company
Dayton Hudson
Deere and Company
Defense Finance and Accounting Service
Defense Mapping Agency
Delaware State Police
Delco Electronics Corporation
Deloitte and Touche
Department of Social Services
Depuy Incorporated
Detroit City Personnel
Dewberry and Davis
Dielectric Communications
DNV Technica Incorporated
Doeren Mayhew and Company
DowElanco
Dresser-Rand Corporation
Dunham's Sports

E

E B Eddy Paper Company

E I DuPont
E J Gallo
E R Carpenter Company
E-Systems Incorporated
E3 Engineering
Eagle Electric Manufacturing Incorporated
East Ohio Gas Company
Eastman Chemical Company
Ecology and Environment Incorporated
Economy Fire and Casualty
ECS Composites
Eddie Bauer Incorporated
EG&G Idaho
Elder-Beerman Stores
Electronic Data Systems
Electronic Realty
Elliot Company
Emhart Corporation-USM Division
Empire Blue Cross Blue Shield
Empire-Detroit Steel, Armco Incorporated
Employment Solutions Corporation
ESCO Corporation
Ethyl Corporation Research and Development
Evans and Sutherland
Exxon

F

FAAC Incorporated
Fair Isaac Consolidation
Fairbanks Memorial Hospital
Fairchild Space and Defense Corporation
Family Buggy Restaurant
Farm Credit Services
Fashion Bar Incorporated
Fay's Incorporated
Federal Reserve Bank of Kansas City
Federation of Girls Homes
Felpausch Food Centers
Firestone Industrial Products
First Citizens
First Federal of Michigan
First Michigan Bank
First National Bank of Cincinnati
First National Bank of Maryland
First of Chicago
Fleet Bank
Flxible Corporation
FMC Corporation and Training
Ford Electronics and Refrigerator Corporation
Ford Motor Company
Ford New Holland Incorporated
Foreign Agriculture Services
Formosa Plastics Corporation USA
Fort Sanders RMC
Foster Wheeler Corporation
Fresenius USA
Fridgidaire Company
Fruedenberg Nok General Partnership
Fuller Company
Furnas Electric

G

Gale Research Company
Gallup-McKinley Company
Gateway Apparel Incorporated
Gaylord Container Company
Gencorp
General Atomics
General Chemical Corporation
General Electric
General Mills Incorporated
General Motors Corporation
Genrad Incorporated
Geo. C Marshall Center
Geological Survey
George A. Hormel and Company
George J. Ball Company Incorporated
Georgia Transportation Department
Gilbane Building Company
Gilbert/Commonwealth Incorporated
Goff Food Stores
Gold Kist Incorporated
Goodyear Tire and Rubber Company
Goulds Pumps
Graham Architectural Company
Grain Processing Corporation
Grand Trunk Western Railroad Company
Grant Thornton
Great Lakes Chemical
Greater Chicago Group Incorporated
Greenhorn and Omara Incorporated
Growmark Incorporated
GTE, Government Systems Corporation
Guest Integrated Incorporated
Gulf States Utility

H

H M Smyth
Haggar Apparel Company
Hallmark Cards
Handy and Harman
Hannaford Brothers Company
Harley-Davidson
Harris Corporation
Harris Trust and Savings Bank
Harvest States Co-operative
Hawaii State Department of Personnel Service
Hawaiian Dredging and Construction Company

Hazen and Sawyer P C
HDR Incorporated
Heartspring
Hendrix and Dial
Herald, The
Hewitt Associates
Hewlett Packard
HFSI
High Industries Incorporated
Himont Incorporated
Hoescht Celanese
Hoffman-La Roche
Holnam Incorporated
Honeywell Incorporated
Host International
Houston's Restaurant
HRI Technical Resources
Hubbell Incorporated
Hughes Network Systems
Human Resources Division
Hunt Petroleum Corporation
Huron County Mental Health
Hyatt Hotels Corporation

I

IBM Corporation
ICF Incorporated
ICI Explosives USA Incorporated
Ideal Industries Incorporated
IFR Incorporated
Illinois Department of Transportation
Illinois Nuclear Safety Department
IMO Industries Incorporated
Industrial Risk Insurer
Industrial Service Technology
Information International
Ingalls Shipbuilding
Ingersoll-Rand Company
Ingham County Personnel
Inland Container Corporation
Innovative Housing
Instant Copy Indiana
Institute of Gas Technology
Insurance Service Office
Internal Revenue Service
International Paper
Interstate Hotels
Interstate Power
Iowa Department of Personnel
Iowa Department of Public Safety
Iowa Utilities Board
ITT Aerospace and Communications

J

J H Cohn and Company
Jantzen Incorporated
JC Penney Company Incorporated
JCC Association
Jefferson Smurfit Company
Jet Propulsion Laboratories
John L. McClellan Memorial
Johnson and Johnson
Johnson Matthey Incorporated
Jostens Incorporated
Juvenile Court Services

K

K Products Incorporated
Kansas City Power And Light
Kansas Division Personnel Services
Karsten Manufacturing Corporation
Kaufmann's Department Store
Keebler Company
Kemper Services Incorporated
Kennametal Incorporated
Kentucky Power Company
Kerr-McGee Corporation
Key Bank of New York
King 5 Television
Koch Industries
Kohl's Department Stores
Kraft Foods Ingredients
Kraft Incorporated Research and Development
Kroger Company
Kustom Signals Incorporated

L

L D Hepfer and Company
La Belle Management
La Salle National Bank
Ladish Company
Landis and Gyr Powers Incorporated
Lansing Tri-County Regional Planning Commission
Law Companies Engineering Group
Lazarus Department Stores
Lazerplane Corporation
Lechmere Incorporated
Lenox Hotel
Levy Restaurants, The
Lincoln Publishers and Paper
Linden Lawn Care
Lintas Campbell-Ewald
Lionel Trains Incorporated

Liquid Air Corporation
Litton Systems Incorporated Data Systems
Livermore National Lab
Livingston County Soil
Liz Claiborne Incorporated
LNR Communications Corporations
Lockheed Aeronautical Systems Company
Lockheed Aircraft Service Company
Lockheed Missiles and Space Company
Lockheed Sanders Incorporated
Lockwood Greene Engineering
Loma Linda University Medical Center
Loral Aerospace Company
Loral Fairchild Systems
Loral Microwave Narda West
Los Angeles Water and Power
Lowrance Electronics
Lukens Steel Company
Lutheran Medical Center

M

M and H Chemical
Manchester, The
Manguistics Incorporated
Manor Care Incorporated
Marathon Oil
Mark Twain Bancshare
Marketing Corporation of America
Marsh Supermarkets
Masland Carpets
Mason County Mental Health
May Department Stores
Mayo Clinic
McDonald and Company Securities Incorporated
McDonnell Douglas
McLouth Steel Corporation
Mead Data Central
Mears Engineering
Media General Incorporated
Medtronic Incorporated
Memorial Hospital Natrona Company
Menasha Corporation
Merck and Company Incorporated
Merck Sharp and Dohme
Meridian Township
Merskin and Merskin PC
Mettler of Toledo
Michelin Tire Corporation
Michigan Biotech Institute
Michigan Consolidated Gas
Michigan Council on Crime
Michigan Department of Correction
Michigan Insurance Bureau
Michigan National Bank
Michigan Office Auditor General
Michigan State Department of Transportation
Michigan State Housing
Michigan State Police
Micropolis
Milliken and Company
Minnesota Mining Manufacturing
Minnesota Power
Missouri Highway and Transportation
MIT Lincoln Laboratory
Monroe County Personnel Department
Montana Fuel Supply Company
Montcalm County Mental Health
Montgomery Elevator
Moore Products
Morelco Power Systems Incorporated
Morley Incentives
Morrison's Specialty
Motor Wheel Corporation
Mount Sinai Hospital
Naples Tomato Grower

N

NASA
NASA Ames Research Center
NASA/Lewis Research Center
Nastech Manufacturing Incorporated
National Bank of Detroit
National Futures Association
National Multiple Sclerosis
National Starch and Chemistry
Naval Air Test Center
Naval Air Warfare Center
Naval Facilities
Naval Undersea Warfare
NCR Corporation
Nestle Beverage Company
New Holland Incorporated
New Jersey YMHA-YWHA
New Mexican
New York State Insurance
Niagara Machine Tool
Nissan
NOAA Officer Corporations
Norton International Incorporated

O

Occidental Chemical Corporation
Ohio Edison
Oklahoma Natural Gas
Old Country Buffet
Old Kent Bank of Cadillac
Olin Aerospace
Olofsson Corporation

Omaha Public Power District
ORO Manufacturing
Oscar Mayer Foods

P

P A Bergner and Company
Package Products Company Incorporated
Packaging House, The
Parke-Davis
Parker Wittis
Parkview Memorial Hospital
Payless Shoesource
Peace Corps
Pennsylvania Electric Company
Pennsylvania Power and Light Company
Peoples Energy
Peter Buruash International
Phillips Petroleum Company
Phoenix Newspapers
Picker International
Plante & Moran
Playtex Family Products
Polack Corporation
Port Authority of Allegany County
Port Authority of New York & New Jersey
Potomac Telephone
Presto Products Company
Prime Metals
Proctor & Gamble
Prudential Financial Service
PSI Energy
Public Interest Research Group
Public Services Electric and Gas

Q

Quaker Fabric Corporation
Quincy Stamping and Manufacturing

R

Ralston Purina
Rand Corporation
Record Systems and Equipment
Regal Ware Incorporated
Reynolds and Reynolds
Reynolds Smith
Rhone-Poulenc Agriculture Company
Rich Products
Riverside Osteopathic Hospital
Robertson Brothers
Rollins Hudig Hall
Rouge Steel Company
Ryan Homes Incorporation

S

Saint Mary's Hospital
Saint Paul Companies
San Antonio Public Services
San Diego Gas and Electric
Santee Cooper
Sargent and Lundy
Schipers Kintner Incorporated
Scott Paper Company
SCT Corporation
Seaboard Seed Company
Sealed Power
Second Judicial District
Second National Bank
Servicemaster
Shelby Insurance Company
Shemin Nurseries
Sheraton Lakeside Industrial
Shopko Stores Incorporated
Siemens Energy and Auto
Sierra Pacific Power Company
Signet Bank Corporation
Simplified Account
Simplot Junior Company
Slakey Brothers Incorporated
Smith Industries
Snap-on-Tools
Sonoco Products Company
Southwestern Company
Southwestern Public Services
Southworth International
Sparton Electronics
Stambough Thompson
Stanley Consultants
Star Bank Corporation
State of Iowa
State Personnel Board
Stepan Company
Stetler Built Homes
Stoklee USA
Stone Container Corporation
Strawbridge Clothier
Stryker Corporation
Sun-Sentinel Company
Super Valu Stores
Superior Electric
SYBRA Incorporated
Syracuse Research Company
Syska and Hennessy Incorporated

T

Tallahassee Memorial Regional
Tank Automotive Comm
Taylor Publishing Company
Teknor Apex Company
Tektronix Incorporated
Teledyne
Tenneco Gas
Texaco Incorporated
Thermotron Industries
Thiokol Corporation
Titanium Metals Corporation
Touche Ross and Company
Tradition-Dominion Homes
Turner Construction

U

Union Bank
Union National Bank
United Airlines
United Gas and Pipeline Company
United Illuminating Company
United Methodist House
United Naval Weapons Statistics
United States Air Force
United States Air Force Logistics
United States Army Nurse Corps
United States Comptrol of Currency
United States Department of Agriculture, FSIS
United States Department of Defense
United States Department of Justice
United States Department of Navy
United States Department of State
United States Federal Aviation
United States Forest Service
United States General Accounting Office
United States National Labor Relations Board
United States Nuclear Regulatory Commission
United Telephone Midwest
Universal Restaurant
Urban Science
USA Today
USCO Distribution

V

Valspar Corporation
VandenBergh Foods
Vanguard Group Investment
Venture Vineyard
Village of Wilmette
Virginia Electric Company
Vista Research
Vitro Corporation
Vought Aircraft Company

W

Wade-Trim Group Incorporated
Wal-Mart Stores Incorporated
Wallick Company
Warner Electric
Washentaw County Roads
Watergate Hotel
West Pennsylvania Power Company
Western Geophysical
Westin Hotels
Westinghouse Electric
Westwood Pharmaceutical
Wilkerson Corporation
Wilmington Trust Company
Winegardeners and Hammons
Wisconsin Department of Transportation
Wisconsin Electric Power
Wisconsin Gas Company
Woodward Clyde Consultants
Worcester Foundation
Worthington Industries
Wright Line Incorporated

X

Xontech Incorporated

Y

Yeo and Yeo CPAs
Young Management and McDonalds

Z

Zelenka Evergreen Nursery
Zenith Electronics Corporation

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